

King County Regional Homeland Security Strategic Plan

King County, also known as Region 6, has asked ICF Consulting to assist with the development of a Regional Homeland Security Strategic Plan. The King County region's high visibility necessitates careful planning. The Strategic Plan, which will address homeland security, weapons of mass destruction, and other hazards such as earthquakes and hazardous materials catastrophes, will present a regional approach to preventing, preparing for, responding to, and recovering from, disasters and emergencies.

The Strategic Plan will be developed in coordination with stakeholders throughout the Region, including representatives from the 39 incorporated urban and suburban cities within King County. The strategic planning process will enable the Region to develop both short and long term strategies for implementing an efficient and effective approach to homeland security. The Plan will outline approaches to enhancing intra-region preparedness over the next five years through effective use of existing and new resources, identification of opportunities, and the setting of priorities.

While the King County Office of Emergency Management is the program manager for developing the Strategic Plan, the success of the plan will depend upon the input and review of community leaders throughout the Region. Both the Emergency Management Advisory Committee and the Regional Homeland Security Subcommittee are engaged in the strategic planning process, and both committees are comprised of members from a variety of governmental and nongovernmental organizations.

This Strategic Plan project began in November of 2003. The plan will be developed and implemented in five phases by May 2004. Phase 6, an evaluation of the Strategic Plan to ensure it is achieving its objectives, will occur in November of 2004, six months after Plan implementation. The Strategic Plan will be revised as necessary.

o **Phase 1: Assess Current Environment**

The first step in the planning process, currently underway, is to gather and analyze information on current performance, capabilities, vulnerabilities, and threats that are impacting the Region's emergency preparedness and response capabilities. This data analysis will include an assessment of the Region's risks to homeland security, as well as other hazards, including acts of nature, technological and terrorist related incidents.

The Strategic Planning Workgroup, which consists of members of the Regional Homeland Security Subcommittee, will provide critical support to the development and implementation of a successful Strategic Plan. The Workgroup will provide fresh ideas, benchmarks, and perspectives about the Region's strengths, weaknesses, opportunities, and threats. Collaborative tools such as a password protected website will allow Workgroup members to contribute to every phase of the strategic planning process. Direct one-on-one interviews with a wide variety of regional stakeholders from all areas of the community – public, non-profit, and private sector -- will assist in identifying critical information about the needs and capabilities of the region.

ICF's Strategic Planning Approach



o **Phase 2: Create Vision/Set Metrics**

The objective of this step is to create a vision of what geographic King County (Region 6) homeland security strategic planning can become in the future. During a one- to two-day strategic planning session, ICF will ask the Strategic Planning Workgroup to verify the assessment data, contribute to the vision process, define Plan goals and objectives, identify performance measures to validate the process, and define the methodology for refining the strategy as new threats are identified or the strategic direction changes. A key deliverable for this phase is an assessment of the desired state for the Strategic Plan that includes vision and mission statements, one-, three-, and five-year goals for the Strategic Plan, an assessment of gaps between the current state and desired state, and metrics to begin moving toward the vision.

o **Phase 3: Develop Strategic Options/Direction**

Using the results of the Phase 1 and 2 analyses, ICF will develop a cohesive set of short- and long-term goals, priorities and strategic options aimed at closing the gaps between the regional vision of the future and its current environment. Important decisions will be made to shape the direction of the Strategic Plan. For each specific need stated in Phase 1 and 2, a viable strategic solution that moves the Region closer to achieving its vision for the future will be developed. Each option also will include an implementation plan identifying changes to organizational systems, processes, and structures needed to reflect the new mission and strategy for the future.

o **Phase 4: Create Regional Homeland Security Strategic Plan**

This Phase encompasses the critical task of synthesizing the information and data gathered through stakeholder interviews, planning sessions, and the collaborative intranet website into a draft Strategic Plan. This final product will build on the Strategic Options Report developed in Phase 3 and incorporate feedback obtained from the stakeholder community. A key section of the Strategic Plan will address implementation methodologies, as well as built-in mechanisms for monitoring and incorporating new or revised information as it becomes available. Lastly, the Plan will provide mechanisms to evaluate its effectiveness toward reaching stated strategic goals.

o **Phase 5: Formal Acceptance of the Regional Homeland Security Strategic Plan**

Representatives of the various stakeholder groups will be invited to provide feedback and critique of the strategies identified in the Plan. Changes to the plan will be made as necessary before it is fully implemented.

o **Phase 6: Assess Direction in Light of New Challenges**

Today's hazard planning encompasses a wider range of issues, as previously known vulnerabilities have become more acute in light of potential terrorist threats. Evaluation is a critical phase of the planning process. The Strategic Plan should be evaluated semi-annually to determine whether the Plan is achieving its objectives or whether changes are needed to address new challenges. The Plan will contain an evaluation mechanism that allows continuous monitoring, quality assurance, and feedback to ensure clear progress toward the goals.

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